

MUNICIPAL SHARED SERVICES COMMITTEE

Thursday, January 31, 2019

1:30 p.m.

**Tim Taylor Lounge, Stratford Rotary Complex
353 McCarthy Road West, Stratford**

AGENDA

1. Call to Order
2. Disclosure of Pecuniary Interest and the general nature thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

3. Confirmation of Agenda
4. Adoption of Previous Minutes – December 20, 2018
5. Business Arising from Previous Minutes
6. 2019 Budget Presentations
 - 6.1 Perth District Health Unit – Dr. Miriam Klassen, Medical Officer of Health and Julie Pauli, Business Administrator
 - 6.2 Spruce Lodge Home for the Aged – Peter Bolland, Administrator and David Schlitt, Business Manager
 - 6.3 Stratford Perth Museum – John Kastner, General Manager
 - 6.4 Perth County Paramedic Services – Blaine Lucas, Director/Chief of Paramedic Services

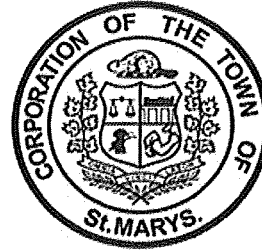
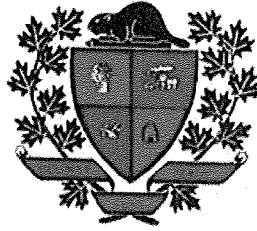
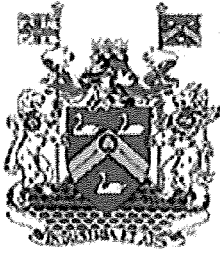
6.5 Provincial Offences Administration – Linda Becker, Manager of Court Services,
County of Perth

6.6 Stratford Perth Archives – Betty Jo Belton, Manager of Archives Services/Archivist,
County of Perth

7. New Business

8. Next Meeting – Thursday, March 21, 2019

9. Adjournment



Municipal Liaison Committee

Regular Meeting

Minutes

December 20, 2018

Where appropriate, motions contained in the Municipal Shared Services Committee Minutes are considered recommendations to the affected municipalities.

Committee Members Present:

Councillor Tom Clifford, City of Stratford
Councillor Martin Ritsma, City of Stratford
Councillor Bonnie Henderson, City of Stratford
Warden Walter McKenzie, County of Perth - Chair
Councillor Robert Wilhelm, County of Perth
Councillor Jim Aitcheson, County of Perth
Councillor Margaret Luna, Town of St. Marys
Mayor Al Strathdee, Town of St. Marys

Staff Present:

Renato Pullia, CAO – County of Perth
Betty Jo Belton, Archivist – County of Perth
Linda Becker, Provincial Offences Coordinator - County of Perth
Cliff Eggleton, Interim Director of Paramedic Services - County of Perth
Pauline Walkom, Recording Secretary – County of Perth
Rob Horne, CAO – City of Stratford
Eden Grodzinski, Manager-Housing – City of Stratford
Michael Humble, Director of Corporate Services

Absent:

Mayor Dan Mathieson, City of Stratford

1. Call to Order

The Regular Meeting of Municipal Liaison Committee with Quorum present was called to order at 1:30 P.M.

2. Disclosure of Pecuniary Interest - None

3. Confirmation of the Agenda

Moved by: Councillor Aitcheson

Seconded by: Councillor Henderson

THAT the Municipal Shared Services Committee Agenda for December 20, 2018 be approved.

Carried

4. Adoption of the Previous Minutes - September 20, 2018

Moved by: Councillor Clifford

Seconded by: Councillor Wilhelm

THAT the Municipal Shared Services Committee minutes dated September 20, 2018 be adopted as printed.

Carried

5. Business arising from the previous minutes - None

6. Stratford-Perth Archives

Betty Jo Belton, Manager of Archives Services/Archivist reviewed the report and was available for questions.

Moved by: Councillor Henderson

Seconded by: Councillor Ritsma

THAT the Stratford Perth Archives report dated December 20, 2018 be accepted as circulated.

Carried

7. Provincial Offences

Linda Becker, Manager of Court Services reviewed the report and was available for questions.

Moved by: Councillor Clifford

Seconded by: Councillor Aitcheson

THAT the Provincial Offences Administration report dated December 20, 2018 be accepted as circulated.

Carried

8. Paramedic Services

Cliff Eggleton, Interim Chief of Paramedic Services reviewed the report and was available for questions.

Discussion was held regarding the life cycle of ambulances, retro fitting ambulances with “blue light” and research into “self-loading systems” for ambulance vehicles.

Moved by: Councillor Henderson

Seconded by: Councillor Wilhelm

THAT the Paramedic Services report dated December 20, 2018 be accepted as circulated.

Carried

9. Social Services

Eden Grodzinski, Manager-Housing – City of Stratford reviewed the report and was available for questions.

Moved by: Councillor Ritsma

Seconded by: Councillor Wilhelm

THAT the Social Services updated dated December 20, 2018 be accepted as circulated.

Carried

10. New Business – None

11. 2019 Meeting Dates

Budget Meeting - January 31, 2019 at 1:30 PM at the Tim Taylor Lounge at the Rotary Complex, 353 McCarthy Road, Stratford.

2019 MSSC Meeting Dates: (County of Perth) March 21; (City of Stratford) June 20; (County of Perth) September 19 and (City of Stratford) December 19

Councillor Henderson and Councillor Luna requested a change in venue.

Arrangements will be made to move the MSSC meetings for the County of Perth to the Paramedic Services Building at 480 Douro Street, Stratford.

12. Adjournment

Moved by: Councillor Luna

Seconded by: Mayor Stratthdee

THAT the meeting adjourn at 2:00 p.m.

Carried



Perth District Health Unit

653 West Gore Street
Stratford, Ontario N5A 1L4
(519) 271-7600 • www.pdhu.on.ca

2019 Board of Health Budget Summary of Municipally Cost Shared Mandatory Program Budgets

As Presented at January 2019
Municipal Shared Service Committee

	Total	Provincial Share	Municipal Share
Board Approved 2018 Budget	6,190,666	4,643,000	1,523,332
Funded by PDHU Reserves			<u>45,100</u>
			1,568,432
<hr/>			
Board Approved 2019 Budget			
Budget	6,190,666	4,643,000	1,568,432 (+3%)
Total	6,190,666	4,643,000	1,568,432 (+3%)
<hr/>			
Estimated 2020 Budget	6,093,335	4,507,700	1,599,800 (+2.0%)
Estimated 2021 Budget	6,215,201	4,661,401	1,631,796 (+2.0%)

Budget Summary

Our municipal partners provide 25% of the funding for our cost shared provincially mandated budgets. The Province provides 75%. According to our legislation, Health Units have the discretion to exceed this level, effectively increasing the municipal share beyond the 25%, and indeed about half of the Health Units throughout Ontario have done this in the recent past. Perth District Health Unit (PDHU) will continue to maintain the ratio of 75/25 through internal budget management.

Salary and benefits make up approximately 90% of our expenses. Therefore, the bulk of our expenses are directly impacted by wage increases. We are trying to hold any salary increases to the CPI rate currently being used by the county.

From 2014-2017, PDHU's provincially approved budget was frozen and all one-time requests were assumed 100% by the province. Therefore, over the last 4 years the (PDHU's) budget request from the municipalities has averaged an annual reduction of 5.6%. In 2018 the province gave an increase to PDHU of 3%, which should have increased the municipal request to ensure the 25% cost share remained intact. However, rather than

make a 2018 in-year request to the municipalities, the board of health approved the removal of \$45,100 from PDHU reserves to compliment provincial funding and balance the budget.

In 2019 we will request the province to fund us at the level needed to support the Health Unit's mandated programs. For the municipal portion there will be a 3% increase over 2018. We will further balance the 2019 budget by the gapping of positions.

2019 will be a year of great transition for PDHU as we move forward with a merger with Huron County Health Unit. The anticipated legal date of amalgamation will be January 1, 2020. We believe this merger to be an asset to all counties, as an opportunity to enhance service and capacity for both communities. Currently the province is supporting the one-time costs of this initiative financially 100%.

2020 Estimate

We are planning a 2% increase for 2020 which will put us below our 2015 funding levels from the municipalities. This is our best estimate given the current information we have in regard to the merger.

2021 Estimate

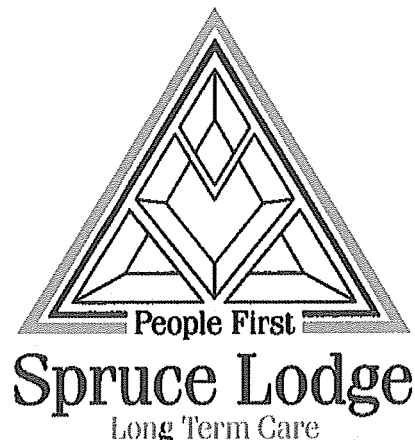
In 2021 we have estimated a 2% increase.

January 17, 2019

Rob Horne, CAO, City of Stratford
c/o Charlene Weber via e-mail to cweber@stratford.ca

Dear Mr. Horne:

Re: Spruce Lodge 2019 Budgets



Please find attached the Spruce Lodge operating budget for 2019 as approved by the Board of Directors on January 16, 2019, as well as the related explanatory notes, and the approved 2019 capital budget, together with a revised 15 year capital fund projection for Spruce Lodge.

As you will see from the operating budget and the table below, the required municipal levy for 2019 amounts to \$842,733 and, as such, represents a 3% increase over 2018, albeit remains at approximately 8% of the total Spruce Lodge operating revenue, as has been the agreed upon practice in recent years. You will also note that the municipal contribution toward the Spruce Lodge capital budget remains at \$300,000, which reflects again the previously approved capital asset management plan at Spruce Lodge.

The table below reflects the 2019 municipal allocations for each Spruce Lodge budget.

	Allocation	SL-Operating	SL-Capital	SL-ALC	Total
County of Perth	49.20%	\$414,625	\$147,600	\$8,352	\$570,577
City of Stratford	42.27%	\$356,223	\$126,810	\$7,176	\$490,209
Town of St. Marys	8.53%	\$71,885	\$25,590	\$1,447	\$98,922
		\$842,733	\$300,000	\$16,975	\$1,159,708

Please be aware that the attached operating expense reflects a modest increase, largely attributed to wage and benefit settlements and uncertainty regarding the provinces level of care funding. Be aware that level of care funding has yet to be approved for the fiscal year commencing April 2019 and the operating budget reflects the use of Spruce Lodge level of care contingency reserves to make up for the delay in the provincial funding announcement. Note that our 2020 & 2021 projections reflect a 3% annual increase, again given the uncertainty regarding the impact on publicly funded services with the change in provincial government after more than two decades.

Feel free to phone me should you require further information or clarification and I look forward to attending the Municipal Shared Services Committee at the Stratford Rotary Complex, scheduled for Thursday January 31st at 1:30pm, and to answering questions from committee members at that time.

Yours truly,



Peter L. Bolland
Administrator

Municipally governed and proudly serving, the County of Perth, the City of Stratford and the Town of St. Marys since 1897.

643 West Gore Street, Stratford, Ontario. N5A 1L4

Tel: 519-271-4090. Fax: 519-271-5862. www.sprucelodge.on.ca

Spruce Lodge Home for the Aged
Budgeted Statement of Revenue & Expenses
For the fiscal year ending December 31, 2019

Approved by the Board of Directors - January 16, 2019

	Annual Budget 2019	Annual Budget 2018	\$ Variance 2019 versus 2018
REVENUE			
Total Resident Revenue	3,042,780	2,979,900	62,880
Interest / Bank Charges	1,000	1,000	00
Province of Ontario Revenue (excluding Structural Compliance contribution)	6,256,817	6,146,800	110,017
Municipal Contribution COUNTY OF PERTH (49.20% of total) CITY OF STRATFORD (42.27% of total) TOWN OF ST. MARYS (8.53% of total)	414,825 356,223 71,884 842,733	382,093 361,475 74,519 818,187	 24,546
OTHER INCOME	-	-	-
Total Revenue	10,143,330	9,945,887	197,443
EXPENSES			
Program & Support Services (Life Enrichment)	665,196	653,324	11,872
Dietary Services	1,767,778	1,729,824	37,954
Nursing & Personal Care	5,329,911	5,140,379	189,532
Housekeeping	652,072	635,436	16,636
Laundry & Linen Services	289,687	284,043	5,644
Building & Property	838,565	817,601	20,964
Administration	696,883	683,924	12,959
Total Expenses	10,240,092	9,944,531	295,561
Net Surplus (Deficit) before transfers from reserves	(96,762)	1,356	(98,118)
Contribution from Level of Care Reserve	98,000	-	98,000
Net Operating Surplus/ (Deficit)	1,238	1,356	(118)

**Spruce Lodge Home for the Aged
2019 Operating Budget
Explanatory Comments and Assumptions**

Approved by the Board of Directors – January 16, 2019

Executive Summary

For the year ending December 31, 2019, we are presenting a budget which indicates a budgeted surplus for the year of approximately \$1,200.

Total Revenues, excluding the contributions from our Municipal partners, is budgeted to increase by approximately \$172,900.

Total Expenses are budgeted to increase by approximately \$295,600, primarily due to budgeted increases in Salaries and Benefits expenses.

This results in a budgeted shortfall of \$122,700. This shortfall will be covered by a requested increase in our total Municipal Contribution of approximately \$24,500 (a 3% increase) and a transfer of \$98,000 from the Lodge's Level of Care Contingency Reserve, which was established to address level of care funding fluctuations or unusual expenditures.

Revenues

Total 2019 budgeted revenues are \$197,443 higher than 2018 budget, which represents a 2.0% increase.

Resident revenues and Province of Ontario Revenues are set by the Ministry of Health Long-term Care

Resident Revenues

- Total Resident Revenues are \$62,880 higher than 2018 budget.
- We have set the budget using the actual average monthly Resident Revenue from July – December, 2018 since the most recent rate increase took effect July 1, 2018.
- Each July 1, the Ministry of Health Long Term Care adjusts the resident co-payment by the rate of inflation as measured by the National Consumer Price Index, to a maximum of 2.5%. We have assumed that the increase effective July 1, 2019 will be 1.6%, which is consistent with the percentage increase implemented this past July. Note that the budget reflects a 2.5% increase in Resident Revenues.
- Our occupancy rates remain high at over 99%.

Ministry of Health Revenues

- Ministry revenues are budgeted to be \$110,017 higher than the 2018 budget.
- During late 2018, the Ministry announced additional funding of approximately \$106,000 which is required to be used to fund the hiring of a new Registered Nurse (RN). This additional funding approximates the increase in total Ministry funding for 2019.
- Each April 1, our Nursing & Personal Care envelope funding is adjusted by changes in our Case Mix Index (CMI). Historically the CMI has been announced in late December or early January. However, we have recently learned that the CMI for the upcoming year will not be announced late February or early March. In order to be conservative, this budget assumes no change in our CMI which took effect on April 1, 2018

(.9908). While we project a modest CMI increase, given the delay in the CMI announcement, the budget reflects a transfer from our Level of Care reserves into operations.

- For the past three years, we have received a 2% increase in our per resident funding in our Nursing & Personal Care and Program & Support Services envelopes effective April 1 each year. With the changes in the provincial government and the accompanying uncertainty regarding future funding, we have prepared this budget with a 0% increase in this envelope funding.
- Consistent with past years, our budget also does not reflect any increases in Raw Food or Other Accommodations envelope funding.

Municipal Contribution

- Our budget proposes a 3.0% increase over the 2018 Municipal Contribution (as compared to a 2.6% increase for 2018). This results in an increase in Municipal funding of approximately \$24,500.
- This Municipal Contribution represents 8.23% of our total operating expenses for 2019, consistent with 2018.
- The allocation of the Municipal Contribution between the three funding partners is based on information provided to us regarding the 2019 percentage allocation.

Expenses

Total budgeted expenses for 2019 are \$295,561 over the 2018 budget, which represents a 3.0% increase.

This increase in expenses is summarized in the following table:

<u>All Departments</u>	<u>2019 Budget</u>	<u>2018 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Salaries / Wages	\$8,835,475	\$8,556,640	\$278,835	4.3%
Benefits	\$1,943,947	\$1,928,391	\$15,556	0.8%
Other Expenses	<u>\$1,460,670</u>	<u>\$1,459,500</u>	<u>\$1,170</u>	<u>0.1%</u>
<u>Total Expenses</u>	<u>\$10,240,092</u>	<u>\$9,944,531</u>	<u>\$295,561</u>	<u>3.0%</u>

Overall Comments for Wages and Benefits

Total budgeted Salaries and Wages across all departments increased by \$278,835 (4.3%) as compared to 2018.

Union Positions

Our previous collective agreement expired on December 31, 2016 and a new collective agreement was settled in early 2018 (without arbitration) for the three year term from January 1, 2017 – December 31, 2019.

As part of this agreement, the hourly rate wages received a 1.4% increase effective January 1, 2019.

Non-Union Positions

Consistent with the union positions and consistent with past practice at Spruce Lodge, each non-union staff member also received 1.4% increase effective January 1, 2019.

Benefits

Total budgeted benefits across all departments increased by \$15,556 (0.8%) as compared to 2018.

For the 2018 budget, we budgeted a 9% increase in Sun Life benefits which was based on the actual increase effective July 1, 2017. The actual increase in Sun Life Benefits effective July 1, 2018 was 5%.

Based on the past three years' increases, we have assumed that Sun Life benefits will increase by 6% effective July 1, 2019.

Contribution rates for OMERS, WSIB, CPP, EI and EHT are based on the actual contribution rates for 2019.

Also, with respect to the changes in Non-Wage expenses in specific departments:

Dietary Services – The bulk of the increase relates to the increase in the Raw Food Budget, based on 2018 spending patterns and a 4% cost increase.

Resident Care Department – The increase is attributed to a budgeted increase in Equipment replacement expense by \$4,000 based on the spending trends in 2018, the age of current equipment and resident requirements and an increase Budgeted High Needs expense by \$5,000 based on spending patterns in 2018.

Housekeeping – Budgeted Supplies expense increased by \$2,000 based on average monthly spending from 2015-2018.

Maintenance - The decrease in expenses is largely attributable to the reduction in the Hydro expense, based on spending patterns in 2017 and 2018 and the current stabilization of hydro rates.

Administration – The increase in expenses for the Administration Department is primarily attributable to a budgeted increase in Purchased Services by \$20,500 (external consulting services for human resources projects and employee related investigations as well as consulting services for our Resident Care department related to resident charting practices). As well, Computer Repairs and Maintenance Agreements are budgeted to increase by \$6,200 for increased network and hardware support services and an annual website hosting fee.

Latest Forecast for 2018

Based on our actual results for the eleven months ended November 30, 2018, we are forecasting a small surplus for the 2018 fiscal year,

Spruce Lodge Home for the Aged
Details of 2019 Capital Plan

Approved by the Board of Directors on January 16, 2019

Project Description		Amount
PLANNED PROJECTS/ EXPENDITURES FOR 2019		
MEDICAL LIFTS/Shower Chairs		
Ceiling Lift Motor Replacement for THE Track (2)	\$5,000	
Ceiling Lift and Track Installations (2)	\$10,000	\$15,000
MEDICAL EQUIPMENT		
Portable Nurse	\$1,200	
Hydroculator	\$3,000	\$4,200
TUB ROOM RENOVATION/REDSIGN (NO TUBS REPLACED)		
Tub Room Renovation (South)	\$30,000	
Tub Room Renovation (East)	\$30,000	\$60,000
FLOORING		
Unit Kitchen Flooring - Cottage B (move grease trap)	\$9,500	
Unit Kitchen Flooring - Cottage C (move grease trap)	\$9,500	
Resident Room washrooms (10 rooms per year)	\$8,200	
West Tub room	\$3,000	\$30,200
BEDS-MATTRESSES		
20 mattresses	\$10,100	\$10,100
KITCHEN REFURBISHINGS		
North Unit Kitchen - Cabinets, countertops and flooring	\$20,000	
East Unit Kitchen - Cabinets, countertops and flooring	\$26,000	
Main Kitchen Exhaust Fan	\$14,000	\$60,000
LAUDNRY EQUIPMENT		
Stainless Steel Laundry Carts (6)	\$5,700	\$5,700
HOUSEKEEPING EQUIPMENT		
Vacuum (2)	\$1,100	\$1,100
COMPUTER HARDWARE & SOFTWARE		
Replace Wireless Access Points and Contoller System (2012)	\$9,500	
Server Back-up System	\$3,500	
Replace Notebooks units (7)	\$6,800	
Battery Back-up UPS	\$1,000	\$20,800
FACILITY - EXTERIOR		
Window replacement (Phase 1 of 7) (East Wing)	\$65,000	
Window replacement - East Wing Sun Room	\$32,000	
Cottage entrance ramp and railings	\$36,000	
Central Courtyard Gazebo (rebuild)	\$5,000	
West/Boiler Room Fence	\$7,000	\$145,000
FACILITY - INTERIOR		
Way Finding Interior Signage	\$5,000	
Room conversions (2)	\$10,000	
ELPAS System Upgrade	\$5,000	
Corridor Refurbishing - Painting - Cottage B	\$6,500	
Medical Room - Cabinet and Counter Tops	\$8,900	
Medical Room - Door Installation	\$10,000	
Security Cameras (4)	\$6,000	\$51,400

Spruce Lodge Home for the Aged
Details of 2019 Capital Plan

Approved by the Board of Directors on January 16, 2019

FURNISHINGS		
Replace Resident Room dressers (60 remaining rooms to complete)	\$33,000	\$33,000
GENERAL CONTINGENCY FOR UNKNOWN ITEMS	\$15,000	\$15,000
TOTAL PLANNED PROJECTS/ EXPENDITURES FOR 2019		\$451,500
CONTINGENT PROJECTS/ EXPENDITURES FOR 2019		
MEDICAL LIFTS/Shower Chairs		
Replacement Allowance - Lift Equipment	\$10,000	
Replacement Allowance - Shower chairs (2 per year)	\$4,600	\$14,600
KITCHEN EQUIPMENT		
Robot Coupe Blixer	\$2,000	
Meat Slicer (carried forward from 2018)	\$4,630	
Hand Sinks (Main Kitchen)	\$1,680	
Deep Fryer (purchased in 1973)	\$7,000	
Allowance: wing fridges/ovens/coffee makers/steam wells	\$1,800	\$17,110
COMPUTER HARDWARE & SOFTWARE		
Allowance: Work Station replacements (2)	\$3,535	
Allowance: Replace eMAR tablet; ETAR laptop; POC terminal	\$3,715	\$7,250
FACILITY - EXTERIOR		
Flat Roofing	\$247,600	
Skylights (RAI office and Auditorium)	\$19,485	\$267,085
FACILITY - INTERIOR		
Replacement of Spruce Lodge Fire Alarm System	\$103,500	
Allowance: Replacement A/C units	\$4,335	\$107,835
TOTAL CONTINGENT PROJECTS/ EXPENDITURES FOR 2019		\$413,880
Total - Budgeted 2019 Capital Expenditures		\$865,380

Overview of Capital Reserve Fund Projection

Spruce Lodge Home for the Aged
Years ending December 31, 2015 - 2033

Updated: January 14, 2019

Capital Reserve Fund (\$)							
Year	Opening Balance	Annual Ministry Allocation	Additional One-Time Ministry funding	Investment Earnings	Annual Municipal Contribution	Capital Expenditures	Closing Balance
Base Case:							
2015 (actual)	\$281,788	\$140,160		\$6,417	\$300,000	\$299,507	\$428,858
2016 (actual)	\$428,858	\$140,544		\$7,212	\$300,000	\$292,391	\$584,223
2017 (actual)	\$584,223	\$140,160		\$8,835	\$300,000	\$236,807	\$796,411
2018 (Forecast)	\$796,411	\$140,160		\$13,937	\$300,000	\$288,355	\$962,153
2019	\$962,153	\$140,160		\$16,838	\$300,000	\$865,380	\$553,771
2020	\$553,771	\$140,544		\$9,691	\$300,000	\$751,967	\$252,039
2021	\$252,039	\$140,160		\$4,411	\$300,000	\$577,738	\$118,871
2022	\$118,871	\$140,160		\$2,080	\$300,000	\$292,292	\$268,820
2023	\$268,820	\$140,160		\$4,704	\$300,000	\$491,181	\$222,503
2024	\$222,503	\$140,544		\$3,894	\$300,000	\$396,729	\$270,211
2025	\$270,211	\$140,160		\$4,729	\$300,000	\$469,798	\$245,303
2026	\$245,303	\$140,160		\$4,293	\$300,000	\$189,620	\$500,135
2027	\$500,135	\$140,160		\$8,752	\$300,000	\$426,219	\$522,829
2028	\$522,829	\$140,544		\$9,150	\$300,000	\$232,985	\$739,538
2029	\$739,538	\$140,160		\$12,942	\$300,000	\$194,867	\$997,773
2030	\$997,773	\$140,160		\$17,461	\$300,000	\$342,412	\$1,112,982
2031	\$1,112,982	\$140,160		\$19,477	\$300,000	\$223,452	\$1,349,167
2032	\$1,349,167	\$140,160		\$23,610	\$300,000	\$225,089	\$1,587,848
2033	\$1,587,848	\$140,160		\$27,787	\$300,000	\$414,141	\$1,641,655
Totals (2019-2033)		\$2,103,552	\$0	\$169,819	\$4,500,000	\$6,093,869	

NOTES:

Opening Balance: for 2015 is per our Dec 31, 2015 Audited Financial statements.

Annual Allocation: This is the Structural Compliance funding we receive from the Ministry. We have not adjusted this for inflation since the Ministry generally does not adjust this yearly.

Additional One-time Ministry Funding: this is not guaranteed and is generally very specific

Investment Earnings: Used 1.75% of opening balance each year.

Municipal Contribution: This was phased in over 4 years starting with \$150,000 in 2012 (now at maximum of \$300,000)

Capital Expenditures

- a.) We have adjusted over time for current quotes and/or revised replacement dates.
- b.) We added major categories that were not specifically included in the original Brown & Beattie study including: medical lifts, tubs, resident room flooring, beds, mattresses, computer hardware/software system upgrades as required by the Ministry and major renovations that were not identified at the time of the study.
- c.) Timing of replacement of assets is based on expected life and/or yearly allowances.
- d.) We used an inflationary factor of 2% per year.

Other: Our full study covers 30 years ending 2044. We are only showing the 15 years commencing January 1, 2019 since the accuracy of estimates and costs decreases the farther out the plan goes.

Spruce Lodge Home for the Aged
Projected Municipal Contributions - 2019 - 2021

Budget Request for 2019

	2018 - Actual	2019 - Budget	2020	2021	2019-2021 Total
Operating	\$818,186	\$842,733	\$868,015	\$894,055	\$2,604,803
Capital	\$300,000	\$300,000	\$300,000	\$300,000	\$900,000
Active Living Centre	\$16,480	\$16,975	\$17,485	\$18,009	\$52,469
	\$1,134,666	\$1,159,708	\$1,185,500	\$1,212,065	\$3,557,273

Contribution by Municipality

	2018 - Actual	2019 - Budget	2020	2021	2019-2021 Total
County of Perth (49.20%)	\$545,207	\$570,577	\$583,266	\$596,336	\$1,750,178
City of Stratford (42.27%)	\$490,289	\$490,209	\$501,111	\$512,340	\$1,503,659
Town of St. Marys (8.53%)	\$99,170	\$98,923	\$101,123	\$103,389	\$303,435
	\$1,134,666	\$1,159,708	\$1,185,500	\$1,212,065	\$3,557,273

Notes:

Budget request

- 1./ Spruce Lodge Operating request reflects an increase of 3.0% for 2019 and 3% per year thereafter.
- 2./ Spruce Lodge Capital request reflects our Capital reserve plan; amounts committed effective January 2012. Per the plan, the maximum annual contribution is \$300,000.
- 3./ Spruce Lodge Elderly Persons Centre request reflects an annual increase of 3% for 2019 - 2021.

January 21, 2019

**Report for Stratford City Council and Perth County Council
Municipal Shared Services Committee**

The Stratford Perth Museum is happy to report that 2018 was a remarkable year at the Stratford Perth Museum, to give an overview of our financials for 2018 and also to provide some background to the budget that has been presented by staff and the treasurer to the board of directors. The budget before you was approved unanimously by the museum board at our January meeting.

Most notably, this past fiscal year saw record attendance at the Stratford Perth Museum with almost 20,000 people through the doors via general admission, as part of groups or to take part in programming. That was more than double our anticipated number.

We were very proud of the exhibits we presented in 2018 and the Justin Bieber exhibit certainly resonated with museum patrons as we had visitors from all over the world. The To Kill a Mockingbird exhibit, the first travelling exhibit created by the museum in Monroe, Alabama to travel outside the state of Alabama, was terrific and it was a privilege to partner with that museum. The new Stratford Festival exhibit was also the result of a great partnership and relationship.

That said, the exhibit to have the biggest impact was the Justin Bieber exhibit Steps to Stardom which drew visitors from all over the world who in many cases, bought merchandise.

Attendance is certainly the keystone measuring stick for us but we should also note that we had record merchandise sales which came in at over 1000% our budgeted number and also had historic highwater marks in exhibit sponsorship, membership fees, fundraising and website advertising,

As you can see from the financials, the museum finished the year with a surplus, our sixth straight.

I would also like to report that we were successful in implementing six major initiatives from our current strategic plan – an online portal for new memberships, renewals and donations; an online merchandise store; scheduled contributions to the museum's endowment fund that was wiped out during "the troubles,"; scheduled funding to the museum's capital asset management plan that was created in partnership with ArtsBuild Ontario; a long-term solution to our storage issues as we have signed a long-term lease to use the former Perth East shop in Rostock to house our large agricultural items and finally, the removal of the end-date from the funding agreement with the city and the county.

The 2018 financials as well as our 2019 budget will be presented to the membership at our Annual General Meeting which takes place in February. I can also tell this body that our board for 2019 will include directors from all four lower-tier municipalities as well as the City of Stratford.

Looking to 2019, you can see that the museum is presenting a more modest budget with 4% decline on the revenue side and almost flat forecasting on the expense side while still allowing for inflation. The budget we have presented includes a 10-year forecast out to 2028 adjusted for inflation at 2%.

The Stratford Perth Museum and me personally certainly want to extend our appreciation to the city and the county, not only for the critical fiscal support but also for the excellent working relationship. This is a successful period for the museum, to be sure, and it is important to note that there are a lot of fingerprints on that success, including the two municipalities and the people who work for them.

That includes, among many others, our neighbours the Stratford-Perth Archives, Perth Economic Development and Tourism, the City Centre Committee and the City's Public Works department.

I would also like to take the opportunity to let the City and the County know about our planned capital projects as required in the funding agreement. In 2019, the museum plans to install a generator which will be able to fully operate the museum and all its security and safety systems in the event of a power outage.

We will not be asking the City or the County for any capital for that project. As has been the case over the last five years we have been able to source grants from other levels of government, support from other partners as well as our own funds reserved for capital to pay for these major projects.

In the past five years the museum has spent \$290,998 on capital improvements to the museum without asking for any contributions from the city or the county, even though there is a provision in the funding agreement to do so.

Those improvements include major interior renovations, our share of a paved parking lot, three new furnaces and four new air conditioners, additional parking as part of our stormwater control project with the county, LED lighting throughout the museum, a fence restoration etc.

It is also the museum's intent and plan that all future capital projects, including the ones for 2019, be funded in a similar fashion without contributions from our municipal funders.

Stratford Perth Museum - Budget/Forecast 2019 to 2028

2019 Budget and Forecast to 2028 (000's) – Operating

For 2019 through to 2028 budget revenues and expenses have been budgeted to be equal so that the net position is zero.

Revenue for 2019 is budgeted at \$514.3k representing a 3.9% decline over 2018 revenue of \$535.2k. Major changes in budgeted revenue are:

- 26.5% or \$8.9k decline in HRDC – Federal/Other grants. Of this \$5.0k is due to correction of audit entry for 2017 fixed in 2018. The balance is due to less time for students covered by grants.
- 84.8% or \$2.9k decline in miscellaneous revenue was planned as we are not sure that the Bieber shoe auction is something that will occur in 2019.
- 52.7% or \$6.8k increase to Education/Workshop/Lectures revenue due to the introduction of tours for buses bringing patrons to Stratford.

Expenses for 2019 are budgeted at \$514.3k representing a 0.64% decline over 2018 expenses of \$517.5k. The following major changes between categories should be noted:

- 30.1% or \$36.9k increase in the Building Operation line. This is due to allocating

savings in other areas to the annual contribution to the Capital Fund which is used to cover major maintenance to the museum's buildings and property. The contribution to the Capital Fund will be \$55.3k in 2019.

- 54.4% or \$17.9k decline to Exhibits/Collections category. This category was reduced as there will not be any spending on the two major exhibits which continue into 2019 (Railway & Bieber exhibits).
- 38.1% or \$4.3k decline in the Special Events category. This is due to not planning for unplanned special events \$2.0k and the Perth Regiment dance \$2.3k.

For the forecast of 2020 to 2028 an inflation rate of 2% was used. For admissions a drop of \$29.9 was forecasted due to closure of the Bieber exhibit in 2020. The short fall from this was primarily allocated to the contribution to the Capital Fund.

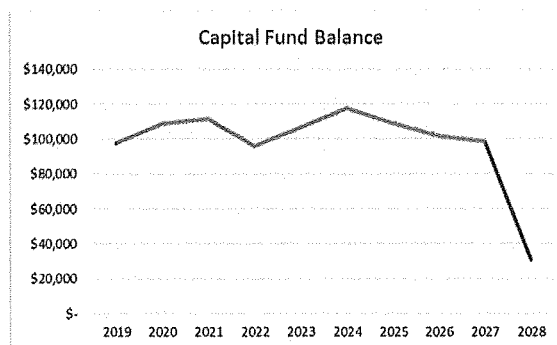
2019 Budget and Forecast to 2028 – Capital

Projects totaling \$66.7k have been planned for 2019. The major project for 2019 is Generator, chairs & upgraded sound system \$60.0k which will be partially covered by a \$30.0k govt. grant.

Contributions for 2019 are planned at \$85.3k, representing \$55.3k for annual contribution to Capital Fund and \$30.0k grant for the Generator, chairs & upgraded sound system project. For expenditures for 2020 through to 2028 see Capital Plan later in this document.

The graph below shows the balance in the Capital Fund for 2019 to 2028 and shows the museum is

well position to meet future plans as well as unexpected items.



STRATFORD PERTH MUSEUM
BUDGT INCOME AND EXPENSE STATEMENT 2019 to 2028

REVENUE

GOVERNMENT GRANTS

	Budget 2018	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
City of Stratford	144.6	144.6	147.8	100.5	102.5	104.6	106.7	108.8	111.0	113.2	115.5	117.8
County of Perth	96.4	96.4	98.6	150.8	153.8	156.9	160.0	163.2	166.5	169.8	173.2	176.7
Property tax grants, governments	1.0	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Federal & Provincial Grants												
HRDC - Federal/Other	21.1	33.6	24.7	24.1	24.3	24.5	25.6	25.8	26.1	27.2	27.4	27.7
CMOG - Provincial	25.0	24.4	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0

Sub-Total 288.1 300.1 297.1 301.4 306.6 312.0 318.3 323.9 329.5 336.2 342.1 348.1

SELF GENERATED

Admissions	25.0	66.3	59.7	29.8	29.8	29.8	29.8	29.8	29.8	29.8	29.8	29.8
Education/Workshops/Lectures	19.0	12.9	19.7	24.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7
Gift Shop												
Museum Merchandize	1.0	37.1	37.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Festival Theatre/Rheo	2.5	4.6	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
Rentals	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Misc. Income/Interest	0.6	3.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5

Sub-Total 56.1 126.3 123.2 62.3 67.3 67.3 67.3 67.3 67.3 67.3 67.3 67.3

MEMBERSHIPS, DONATIONS & SPONSORS

Membership Fees	9.0	12.7	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Member Donations	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Public/Memorial Donations	5.0	9.2	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Steam Engine Crew		1.4										
Exhibit Sponsorship	14.0	15.5	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Education Donations	1.2	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Business & Industry (web site)	1.5	3.0	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5

Sub-Total 36.7 49.8 41.5 41.5 41.5 41.5 41.5 41.5 41.5 41.5 41.5 41.5

SPECIAL EVENTS

Flavours of Perth Barbecue	6.0	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Special Events		1.3										
Innkeepers Dinner	38.0	40.4	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
Re-enactment Perth Regiment dance	5.5	4.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Car Rally	7.0	7.1	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Raffle		0.2										

Sub-Total 56.5 59.0 52.5 52.5 52.5 52.5 52.5 52.5 52.5 52.5 52.5 52.5

TOTAL REVENUE

	437.4	535.2	514.3	457.6	467.9	473.2	479.5	485.1	490.8	497.4	503.4	509.4
--	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

STRATFORD PERTH MUSEUM
BUDGT INCOME AND EXPENSE STATEMENT 2019 to 2028

SALARIES

	Budget 2018	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
Regular Staff	166.5	170.5	172.7	176.1	179.7	183.3	186.9	190.7	194.5	198.4	202.3	206.4
Part time Staff	4.7	22.4	10.9	5.7	5.8	6.0	6.1	6.2	6.3	6.5	6.6	6.7
Summer Students (HRDC & Young Canada Works)	30.2	44.5	35.6	35.8	36.0	36.2	38.1	38.4	38.6	40.5	40.7	41.0
Benefits/Insurance/Pension	38.7	41.5	46.8	47.3	48.2	49.1	50.1	51.0	51.9	52.9	53.8	54.7
Contract Services (bookkeeper/Volunteer co-ordinator)	8.0	8.0	8.0	8.2	8.3	8.5	8.7	8.8	9.0	9.2	9.4	9.6
Professional Development	0.5	0.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Health and Safety	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Sub-Total	249.1	287.3	275.0	274.1	279.0	284.0	290.9	296.0	301.3	308.4	313.8	319.3

BUILDING OPERATION

Mortgage (present)	36.0	35.8	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0	36.0
Capital Mortgage (new)	13.0	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1
Contingencies - building repairs	20.0	20.0	55.3	16.5	20.2	18.8	16.5	15.1	13.7	11.3	9.9	8.4
Property Taxes	8.5	7.6	7.8	8.0	8.1	8.3	8.4	8.6	8.8	9.0	9.1	9.3
Heat/Hydro - house and storage buildings	13.1	12.7	13.0	13.2	13.5	13.8	14.0	14.3	14.6	14.9	15.2	15.5
Snow removal/lawn maintenance, drainage	3.1	5.6	5.7	5.8	6.0	6.1	6.2	6.3	6.4	6.6	6.7	6.8
Elevator Maintenance Contract	3.6	2.2	2.2	2.3	2.3	2.3	2.4	2.4	2.5	2.5	2.6	2.6
Maintenance and Security	3.0	6.8	5.0	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.9	6.0
Insurance	9.6	9.4	9.6	9.8	10.0	10.2	10.4	10.6	10.8	11.1	11.3	11.5
Janitorial	7.5	8.4	8.6	8.8	8.9	9.1	9.3	9.5	9.7	9.9	10.1	10.3
Rental Rostock garage		0.8	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Sub-Total	117.4	122.4	159.3	121.6	126.3	126.0	124.8	124.5	124.3	123.1	122.9	122.6

MUSEUM OPERATIONS

Telephone/Internet	3.6	3.8	3.9	4.0	4.1	4.2	4.2	4.3	4.4	4.5	4.6	4.7
Office Expense	3.5	6.8	4.0	4.1	4.2	4.2	4.3	4.4	4.5	4.6	4.7	4.8
Office Equipment	0.5	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Postage	1.0	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4
Photocopy	2.8	3.0	3.1	3.2	3.2	3.3	3.4	3.4	3.5	3.6	3.6	3.7
Audit	8.2	7.6	7.3	7.4	7.5	7.6	7.7	7.8	7.9	8.0	8.1	8.2
Bank Charges /Merchant Fees	2.5	3.3	3.5	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Adjustment Account (till overage & shortages)		(0.1)										
Membership Costs	1.0	1.0	1.0	1.0	1.0	1.1	1.1	1.1	1.1	1.1	1.2	1.2
Gift shop	0.9	16.8	20.8	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Advertising	3.5	15.4	5.0	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.9	6.0
Staff travel	0.1	0.5	0.5	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6
PastPerfect annual fee	1.2	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.7	0.7	0.7
Miscellaneous	0.5	1.7	0.5	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6

STRATFORD PERTH MUSEUM
BUDGT INCOME AND EXPENSE STATEMENT 2019 to 2028

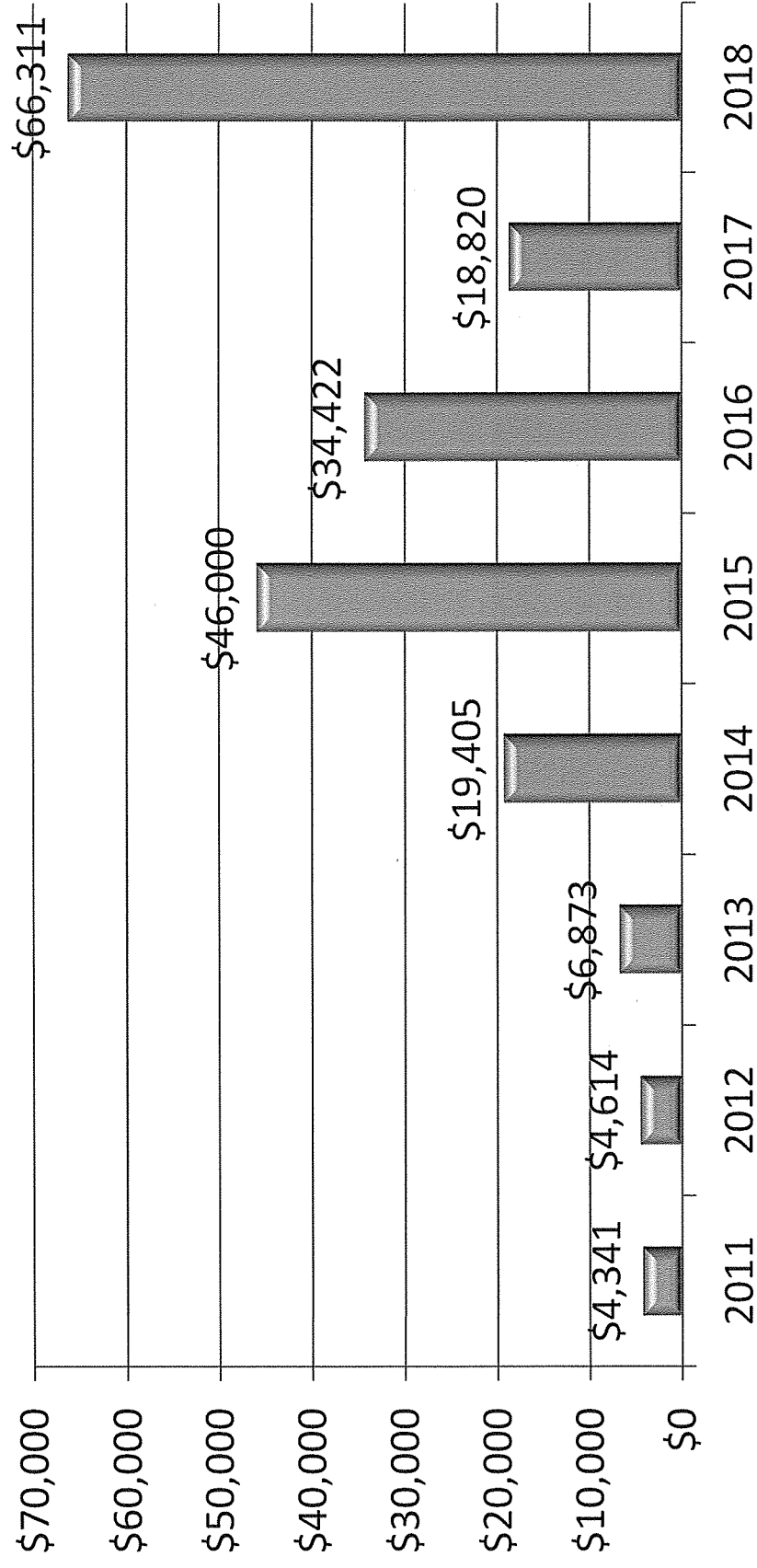
	Budget 2018	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
HST (Non Recoverable)		(3.4)										
Web	1.2	1.1	1.2	1.2	1.2	1.2	1.2	1.3	1.3	1.3	1.4	1.4
Endowment Fund Payment	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Bryce & Florence Skinner Scholarship	1.2	0.0	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Sub-Total	36.7	63.5	57.9	39.7	40.2	40.7	41.3	41.8	42.3	42.9	43.5	44.0
EXHIBITS/COLLECTIONS												
Exhibits - Permanent	5.0	10.3										
Major Summer Exhibit	4.0	6.8										
Exhibits - Temporary/Travelling	2.0	11.1										
Steam Engine	1.5	1.4										
Education	4.0	1.4										
Conservation	2.0	1.9										
Sub-Total	18.5	32.9	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
SPECIAL EVENTS												
Flavours of Perth Barbecue	2.6	2.6	2.5	2.6	2.6	2.7	2.7	2.8	2.8	2.9	2.9	3.0
Innkeepers Dinner	5.0	4.5	4.5	4.6	4.7	4.8	4.9	5.0	5.1	5.2	5.3	5.4
Perth Regiment Re-enactment Dance	2.0	2.3										
Special Events	0.5	2.0										
Sub-Total	10.1	11.3	7.0	7.1	7.3	7.4	7.6	7.7	7.9	8.0	8.2	8.4
TOTAL EXPENDITURES	431.8	517.5	514.2	457.6	467.8	473.2	479.5	485.1	490.8	497.4	503.3	509.3
Surplus/deficit	5.6	17.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Action/Description	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Card Printer		\$ 4,000									
	\$ 23,992	\$ 64,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Projects	\$ 23,992	\$ 66,700	\$ 5,232	\$ 17,910	\$ 34,337	\$ 5,742	\$ 4,232	\$ 22,231	\$ 18,758	\$ 12,910	\$ 76,212

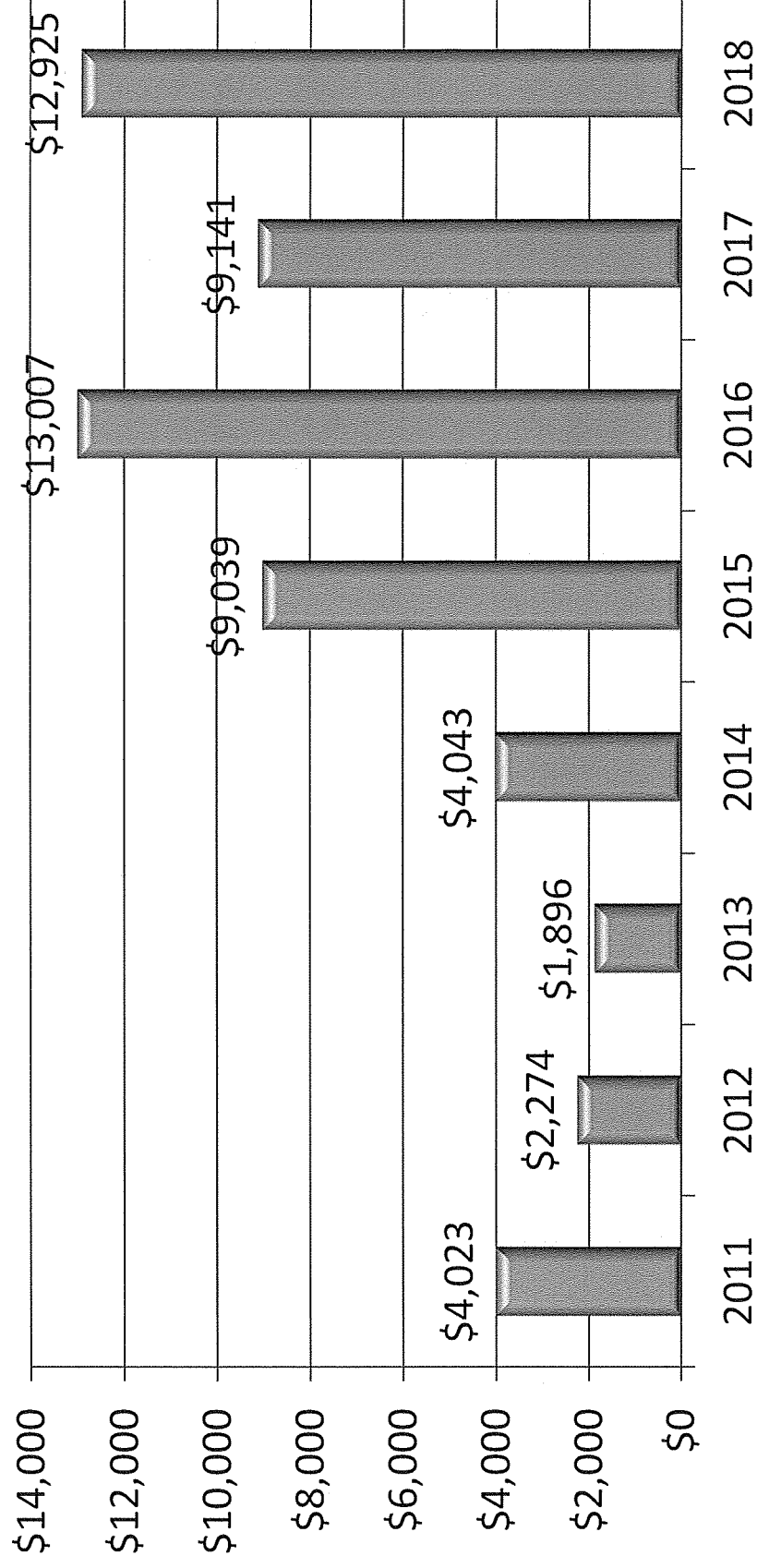
Funding

Annual Contribution	\$ 20,000	\$ 55,300	\$ 16,500	\$ 20,200	\$ 18,800	\$ 16,500	\$ 15,100	\$ 13,700	\$ 11,300	\$ 9,900	\$ 8,400
Gazebo Animation Project	\$ 5,500										
Interest	\$ 117										
Trail Pledge (Oct)	\$ 5,000										
HST Rebate	\$ 591										
Grants		\$ 30,000									
	\$ 31,208	\$ 85,300	\$ 16,500	\$ 20,200	\$ 18,800	\$ 16,500	\$ 15,100	\$ 13,700	\$ 11,300	\$ 9,900	\$ 8,400
Projected Capital Balance	\$ 85,249	\$ 103,849	\$ 115,118	\$ 117,408	\$ 101,871	\$ 112,629	\$ 123,498	\$ 114,967	\$ 107,509	\$ 104,499	\$ 36,687

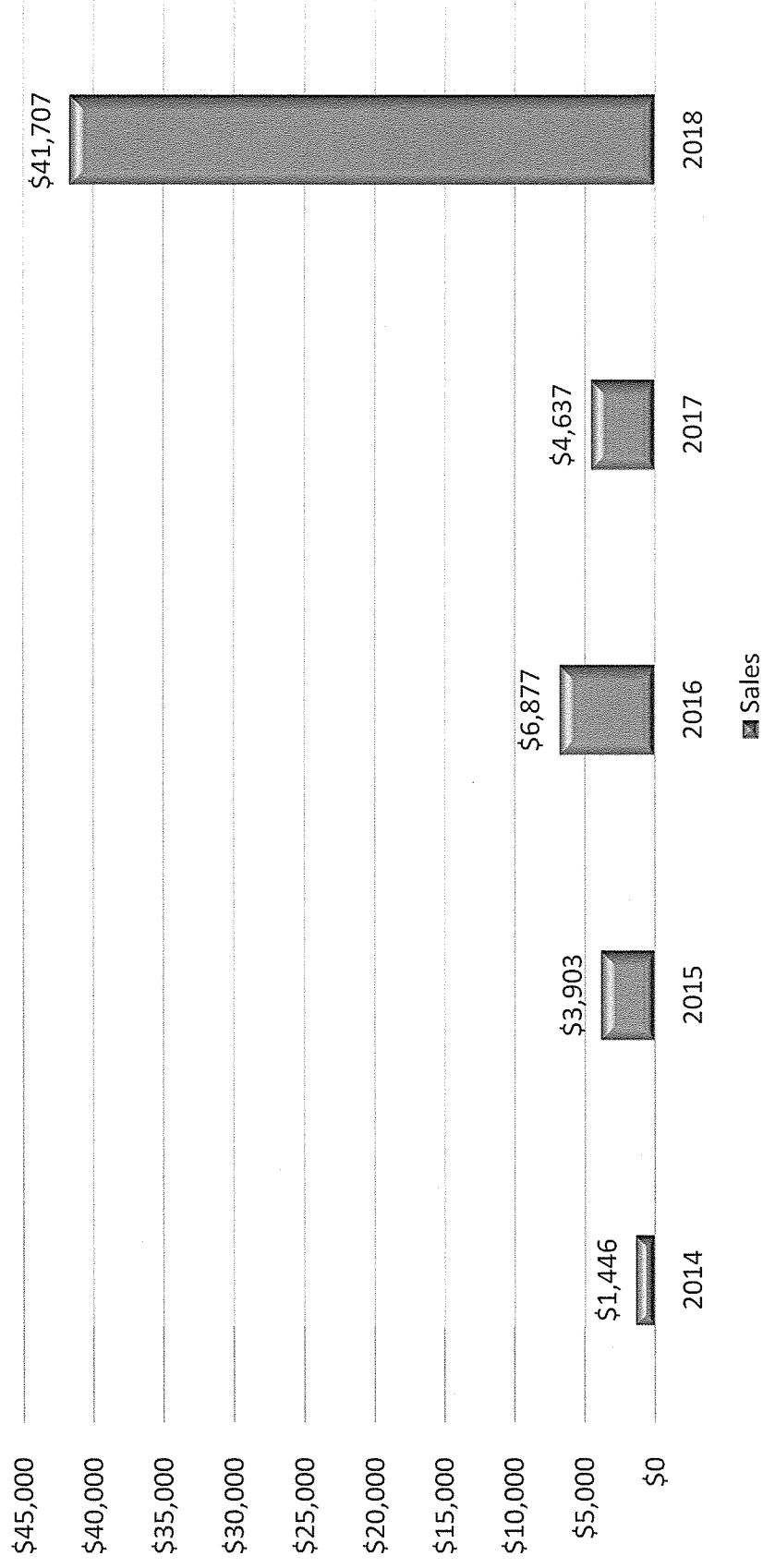
Admissions



Education



Gift Shop Sales



To: Warden McKenzie and Members of Council
Date: Thursday, January 17, 2019
Prepared By: Blaine Lucas, Director/Chief of Paramedic Services
Subject: Perth County Paramedic Services Municipal Shared
Services Committee Report – (ES/PS – 2019)

Recommended Actions:

THAT Perth County Council receives the “Perth County Paramedic Services Municipal Shared Services Committee Report – (ES/PS – 2019)” report; and

THAT Council approve the report for submission to the January 31, 2019 meeting of the Municipal Shared Services Committee.

Background Information:

The following is an update on activities and budgeted items that impact the day-to-day operations of Perth County Paramedic Services.

1. Director/Chief – Departmental Priorities (2019)

In the first quarter of 2019, the leadership team will initiate a collaborative structural review of the service. The structural review will evaluate administrative and operational best practices in support of the continued patient-focused and patient-first mandate of the program. The structure review will evaluate all aspects of the paramedic service including administrative procedures, frontline operations, staff engagement, human resources, resource utilization and deployment. In addition, the structure review will include a feasibility analysis of community paramedicine.

2. Fleet

The capital budget submission for 2019 includes a replacement ambulance unit based on the emergency vehicle replacement multi-year strategy developed by the department in collaboration with the Public Works Department.

3. Ministry Audit

Every three years each public paramedic service is required to be audited and assessed according to the Ministry of Health and Long Term Care (MOHLTC) standards, regulations and legislation related to provision of paramedic services. The County audit took place on September 25, 26.

On December 28, 2018 the County of Perth received correspondence from the Ministry of Health & Long-Term Care (MOHLTC) that stated, "Congratulations on successfully meeting the legislative requirements for certification as a land ambulance operator in the Province of Ontario." The letter indicated that Perth County Paramedic Services was recognized for preparation for the certification process, quality of patient care evaluated during field observation by the provincial inspectors, procedures related to communicable disease management and the focus on paramedic continued medical education. The letter included a draft report for review by the leadership team to ensure accuracy of the findings of the inspectors. The department has an opportunity to respond to the draft report prior to the issuance of the 3 year license that recognized the County of Perth as the land ambulance operator for the municipality.

4. Labour Relations

On November 28th the County also received from the Canadian Union of Public Employees (CUPE), Local 4154 of the intent to commence collective bargaining. The current collective agreement expired on December 31, 2018.

The County has had discussions with CUPE with the understanding that the initial bargaining dates will be scheduled in the first quarter of 2019.

5. Peer Support Team

The department has further enhanced the employee wellness program with the assistance of an Organizational Psychologist. The business decision to secure access to a medical professional with expertise in wellness and prevention Post Traumatic Stress Disorder prevention was initiated to further support the Paramedic's Peer Resource Team. The Organizational Psychologist will provide advice on educational opportunities and department programs.

Financial Implications:

No impact with this report.

Attachments:

1. MSSC Operating Budget 2019-2021

Connection to Strategic Plan:

Goal 1: ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

Reviewed by the CAO

Renato Pullia, Chief Administrative Officer, January 11, 2019

This document is available in alternate formats, upon request.

County of Perth
PARAMEDIC SERVICES
2019 - 2020 OPERATING BUDGETS

	2018 Budget	2019 Budget	2019 % Change	2020 Budget	2020 % Change	2021 Budget	2021 % Change
Total Revenues	\$5,879,723	\$6,209,760		\$6,276,826		\$6,378,478	
Salaries and Benefits	9,293,883	9,162,169		9,390,305		9,616,995	
Program Expenses	552,365	600,651		525,289		529,076	
Interdepartmental Charges - Overhead	1,001,940	1,208,892		1,205,882		1,237,156	
Interdepartmental Charges - Facilities Rent	787,000	834,500		834,500		834,500	
Interdepartmental Charges - Fleet Rent	565,000	590,000		610,000		620,000	
2018 Capital Transfers	125,000						
2019 Capital Transfers		125,000					
2020 Capital Transfers				125,000			
2021 Capital Transfers						130,000	
Total Expenses	12,325,188	12,521,212	1.6%	12,690,976	1.4%	12,967,727	2.2%
Net Municipal Share	6,445,465	6,311,452	(2.1%)	6,414,150	1.6%	6,589,249	2.7%
2018							
City of Stratford (43.21%)	2,785,085						
Town of St. Marys (8.74%)	563,334						
County of Perth (48.05%)	3,097,046						
2019							
City of Stratford (42.27%)		2,667,851					
Town of St. Marys (8.53%)		538,367					
County of Perth (49.20%)		3,105,234					
2020							
City of Stratford (42.27%)				2,711,261			
Town of St. Marys (8.53%)				547,127			
County of Perth (49.20%)				3,155,762			
2021							
City of Stratford (42.27%)						2,785,276	
Town of St. Marys (8.53%)						562,063	
County of Perth (49.20%)						3,241,911	

To: Warden McKenzie and Members of Council
Date: Thursday, January 17, 2019
Prepared By: Linda Becker, Manager of Court Services
Subject: MSSC 2019-2021 Budget Report & 2018 Year-End
Operational Update – CS-2019

Recommended Action:

THAT Perth County Council receives the “MSSC 2019-2021 Budget Report & 2018 Year-End Operational Update – CS-2019” report; and

THAT Council approve the report for submissions to the MSSC Budget Meeting of January 31, 2019.

Background Information:

This report provides an update on activities at the Provincial Offences Administration office to the end of 2018 and the 2019 to 2021 Budget report for MSSC.

Comments:

The Provincial Offences court office is operating normally; with statistics to the end of the year as follows:

- Charges received

Year	Charges filed
2018	9,257
2017	10,141
2016	11,647
2015	12,266

- Fines collected

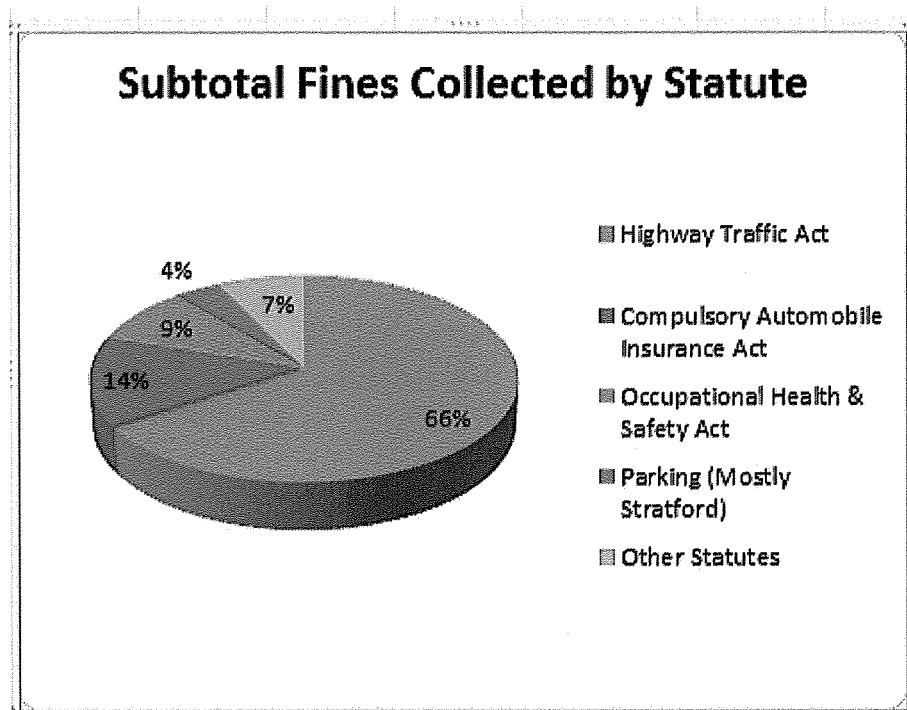
Year	Fines collected
2018	\$1,471,448
2017	\$1,509,721
2016	\$1,637,775
2015	\$1,734,083

Fine Distribution:

Municipal Partner	2018 Budget percentages, based on Five Year Actuals Average	Actual Result
St. Marys	4%	3%
Stratford	37%	42%
County	59%	55%

Exact percentage is calculated based on location of offence.

Fine Distribution by Statute:



Legislative Impacts:

Bill 31, Transportation Statute Law Amendment Act (Making Ontario's Roads Safer), 2015
Under this act, defendants can pay their fines at Service Ontario after their licence has been suspended. This change came into effect May 1, 2017. Only cases with a conviction date of May 1, 2010 or later are included in this payment option.

The Reinstatement fee is collected at the same time as the fine and the driver's licence is reinstated immediately by Service Ontario. The reinstatement fee increased from \$198 to **\$275** effective January 2019.

This document is available in alternate formats, upon request.

In 2018 **1,106** cases were paid in full at Service Ontario for a total of **\$105,647**. They have the capability to collect only cases in plate denial or those suspending the driver's licence and they can only collect the full amount owing. Of the fines collected at Service Ontario, only the fine, court costs and a portion of the fee are returned to the court office. The collection agency costs are recovered to pay the collection agencies. The Province retains the VFS and their portion of the fee (\$20/case collected).

For comparison, during the same year, our court administration office staff processed **6,706 transactions** and our deposits totaled **\$1,126,236**. Online we had **1,963 cases paid in full** through Paytickets for a total of **\$198,046**.

Bill 177: Stronger, Fairer Ontario Act (Budget Measures) 2017:

Since the bill received Royal Assent on December 14, 2017, we have received no communication or direction from the Province regarding download of Part III Prosecutions, Powers of the Clerk of the Court or anything else that is listed in Schedule 35 amending the *Provincial Offences Act*.

2019 to 2022 MSSC POA Operating Budget

All operating costs are recovered from revenue which is collected by the court office.

Propensity to pay, which refers to cases where the defendant chooses to plead guilty by paying the fine, remains high at 64% compared to the provincial average of 46% excluding Toronto.

Revenue is difficult to project. The budgeted revenue amount is based on a five year average.

Charges are added to the system using a code to identify the location of the offence. Each month, the actual fines paid are analyzed to determine the breakdown by percentage for each municipal partner. After year-end processes have been completed, the net revenue is distributed to the municipal partners. The percentage assigned in this budget is based on the 5 year average.

Municipal Partner	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	5 year Average
St. Marys	5.55%	5.59%	3.82%	1.60%	3.41%	4%
Stratford	26.31%	38.34%	36.55%	44.39%	39.40%	37%
County	68.14%	56.07%	59.63%	54.01%	57.20%	59%

Prosecution expenses have been budgeted to prepare for the anticipated increase in costs due to the download of Part III Prosecutions. While we have not received any direction from the Province, we do need to be prepared for this change.

This document is available in alternate formats, upon request.

Many of the costs to operate the court office are mandated by the Memorandum of Understanding; for example,

- We must submit the Victim Fine Surcharge and Dedicated fine revenue that we collect to the Province.
- We must provide current copies of all legislation for the use of the Judiciary.
- We must pay Provincial Administration charges, \$300/hour for Judicial Resources and \$109 per hour for Part III prosecutors.

Collection of fine revenue is only one facet of the administration of justice. As always, my staff and I work to maintain the integrity of the Ontario Court of Justice and we strive to run an efficient court office.

Financial Implications:

N/a

Connection to Strategic Plan:

GOAL 1: Ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.

Attachments:

MSSC POA Operating Budget 2019-2021.

Reviewed by:

Recommended by the Department

L. Wolfe, Director, Corporate Services/County Clerk, January 10, 2019.

Recommended by the CAO

R. Pullia, Chief Administrative Officer, January 10, 2019

County of Perth
PROVINCIAL OFFENCES
2019 - 2020 OPERATING BUDGET

	2018	2019	2019	2020	2020	2021	2021
	Budget	Budget	%	Budget	%	Budget	%
			Change		Change		Change
Revenues	\$1,673,500	\$1,653,500		1,666,500		1,677,500	
Salaries and Benefits	323,046	337,805		352,446		360,695	
Program Expenses	366,872	366,964	-	367,043	-	367,125	-
Interdepartmental Charges - Overhead	108,102	128,306		131,351		135,207	
Interdepartmental Charges - Rent	47,137	54,156		54,156		54,156	
Paid to the Province	347,000	345,900		364,170		366,040	
Net Municipal Share	481,343	420,369	(12.7%)	397,334	(5.5%)	394,277	(0.8%)
2018 - Est. based on Current Year %							
City of Stratford (42.02%)	202,260						
Town of St. Marys (2.82%)	13,574						
County of Perth (55.16%)	265,509						
2019-2021							
City of Stratford (5 yr average = 40.14%)		168,736		159,490		158,263	
Town of St. Marys (5 yr average = 3.45%)		14,503		13,708		13,603	
County of Perth (5 yr average = 56.41%)		237,130		224,136		222,412	

To: Warden Mackenzie and Members of Council
Date: Thursday, January 17, 2019
Prepared By: Betty Jo Belton, Manager of Archives Services / Archivist
Subject: MSSC 2019-2020 Budget Report and Operational Update for 2018

Recommended Action:

THAT Perth County Council receives the "MSSC 2019-2020 Budget Report and Operational Update for 2018

THAT Council approved the report for submission to the MSSC budget meeting of January 31, 2019.

Background Information:

This report provides a budgetary outlook for 2019, describes upcoming projects, and an update on activities at the Stratford-Perth Archives for 2018.

Comments:

Budgetary Outlook for 2019

Subject to Perth County Council's budget review process, Archives overall expenses are anticipated to rise by approximately \$30,000 in 2019. Of this amount, \$25,000 is the planned annual increase to Interdepartmental Rent charges which will continue until 2020. The remaining amount reflects increases in salary costs for current staff and in internal overhead costs.

2018 Activities

1. Collections Management

Significant progress was made on arranging and describing the Gaffney Construction Company records donated in 2016 and staff continue to work on this significant collection.

There was an unexpected opportunity in 2018 to work with a donor who offered a large collection of photographs of local families dating from the mid-1800s to the 1970s. He is digitizing these photographs and filing them according to a scheme developed with Archives and rehousing the originals in archival quality boxes and envelopes. As each family group is completed, both the sorted originals and digital copies are being donated

This document is available in alternate formats, upon request.

to the Archives. This project will continue in 2019 with the ultimate goal being to make all of the photographs available via the website.

Staff has been working with the Federated Women's Institutes of Ontario on a project to digitize the Tweedsmuir history books and related records for all institute branches in the Perth South District. This project will also continue in 2019.

Finding aids were created for Stratford Summer Music records, the Lillian Morely papers, and Sports history files from the Stratford Beacon Herald. All newspaper clipping files from the former 3 branches have been integrated and a new 350+ page file list created. (The clipping files are among the most heavily used records at the Archives.)

2. Research and Reference Services

Year	2016	2017	2018
Researchers in Reading Room	1,195	1,160	1,042
Visitors to Gallery and Events	802	785	1,149
In-Person Total	1,997	1,945	2,191
Researchers via Mail	244	198	224
Researchers via Telephone	465	700	653
Website Hits	3,180	3,871	4,181
HistoryPin Sites and Stories exhibit	1,930	851	786
Other Total	5,819	5,620	5,844
Annual Total	7,816	7,565	8,035

3. Public Outreach

In 2018, there were 7 free exhibits in the James Anderson Gallery. The major ones were Equal Time: Noted and Notorious Women of Stratford and Perth County and The

This document is available in alternate formats, upon request.

World Remembers (regarding the end of World War I). Community based exhibits were created for the Black Swan Revival and Stratford Symphony Orchestra Passchendaele concerts, as well as North Perth Culture Days. 151 local history articles were written by Archives staff for County newspapers. The Stratford Beacon Herald's widely distributed 2018 Chronicles magazine was called Perth County Reflections and consisted entirely of Archives articles and photographs published in past years. Since August, a brief version of the newspaper articles has been published via the County's Facebook page.

4. Major Initiatives for 2019

For a variety of reasons, Archives did not have a full staff at several points in 2018 – totaling about 5 months of the year. As well, due to retirements and a secondment, new staff have needed time for orientation to Archives routines and policies. All are excited about moving ahead in 2019 with well-trained and focused “teams” specializing in Reference and Research; and, Collections Management and Development.

In addition to the on-going projects noted above, some projects deferred from 2018 will proceed in 2019. These include a user survey and resulting service strategy that will also be informed by the County's new strategic plan. New projects include arranging and describing the records of the Canadian Federation of University Women, Stratford Club. A Northwestern high school co-op student will work with staff to clean, rehouse and catalogue records of the Stratford General Hospital that were donated in 2016.

There will be an exhibit to celebrate the 125th anniversary of Labour Day in Canada and a formal opening for the accessible, native plant garden at the north end of the property.

Archives staff will continue to work in partnership with municipal clerks to ensure that historically and legally significant local government records are captured and preserved for public use in accordance with legislation such as the Municipal Freedom of Information and Protection of Privacy Act.

Connection to Strategic Plan:

GOAL 1: Ensure residents are being serviced by an efficient, cohesive, accessible and comprehensive service delivery model.

Attachments:

1. MSSC Operating Budget 2019-2020

Reviewed by:

Recommended by the Department/Division

Recommended by the CAO

Comments:

This document is available in alternate formats, upon request.

County of Perth
ARCHIVES
2019 - 2020 OPERATING BUDGETS

	2018	2019		2020		2021	
	Budget	Budget		Budget		Budget	
Revenues	\$5,050	\$5,050		\$5,050		\$5,050	
Salaries and Benefits	352,046	355,837		367,056		353,601	
Program Expenses	57,318	57,667		57,739		57,814	
Interdepartmental Charges - Overhead	44,559	45,439		46,708		46,708	
Interdepartmental Charges - Rent	250,000	275,000		300,000		300,000	
Net Municipal Share	698,873	728,893	4.3%	766,453	5.2%	753,073	(1.7%)
City of Stratford (44%)	307,504	320,713	4.3%	337,239	5.2%	331,352	(1.7%)
County of Perth (56%)	391,369	408,180	4.3%	429,214	5.2%	421,721	(1.7%)